

# SHIPYARD FUTURES

**SPECIAL**  
edition

## A Plan for Arts, Industry & Community Hunters Point Shipyard San Francisco, California

After 20 years of uncertainty and two years of intensive planning by the CAC and the City, there is a Reuse Plan for Arts, Industry, and Community at the 500-acre Hunters Point Shipyard!



It is a plan built upon a set of seven clear master plan guidelines adopted by the Citizens Advisory Committee in 1993.

It is ... a framework for immediate action at the Shipyard  
... a 20 year guide to public and private investment  
... an invitation to Arts, Industry, and Community in a setting for creative entrepreneurial growth

Of the plan, Shirley Jones, Chair of the Mayor's Hunters Point Shipyard Citizens Advisory Committee (CAC) said,

"We fought long and hard to get our seat at the table, and we want to see the shipyard transformed—to revitalize Bayview Hunters Point, invite 21st Century jobs, offer business opportunity, and contribute in many ways to the City as a whole."

The CAC will continue as a full participant to see this plan implemented."



"We must preserve the history of the Shipyard for our grandkids—the visible record of the work of generations that contributed to the Shipyard"

**Willie Bell McDowell**  
Citizens Advisory Committee

## Acknowledging History

**A story of bustling prosperity, devastating loss and the hints of a new vitality.**

The entrepreneurial tradition at Hunters Point dates back to 1867, when California Dry Dock Company purchased a waterfront parcel surrounded by cattle grazing lands. By 1919 there were three drydocks repairing large deep draft vessels.

With the Navy's arrival in 1939 came a new economic vitality. Over 200 acres of new land was carved out of Hunters Point Hill and the community of Bayview Hunters Point grew with the Shipyard—to become one of San Francisco's most stable and productive neighborhoods.

Four drydocks were built, state of the art shipbuilding facilities were put into service, and 17,000 people were employed on a daily basis.

Then, in 1974, the Shipyard was closed. The loss of jobs, income and business potential was devastating to Shipyard workers and the surrounding community. It removed the solid underpinnings of the local economic base for a generation of Bayview Hunters Point youth and local businesses.

Yet ... in the shell of this former military production machine with its historic pump house structures, industrial

warehouse buildings, and 150 foot high regunning crane—a new vitality is brewing. Several hundred artists work productively in bare bones studios in former barracks structures, artisans manufacture design industry products, visual and media arts have begun on site production, and with recent leasing activity, Bayview Hunters Point businesses have begun to regain an economic foothold.

Looking to a sustainable future, community representatives envision a vital waterfront district, contributing to Bayview Hunters Point. Here is an opportunity to create a community gathering place with a great public space, a signature building, an active recreational program, a waterfront cultural and arts district, and a setting to tell the story of the Shipyard and the Bayview Hunters Point community.

And above all, business opportunities have been identified that can offer long-term employment growth linked to lifelong training and educational programs.



"... the plan presents a clear concept and vision for the Shipyard ... it is a significant milestone in the process of transforming Hunters Point Shipyard into a thriving and productive resource ..."

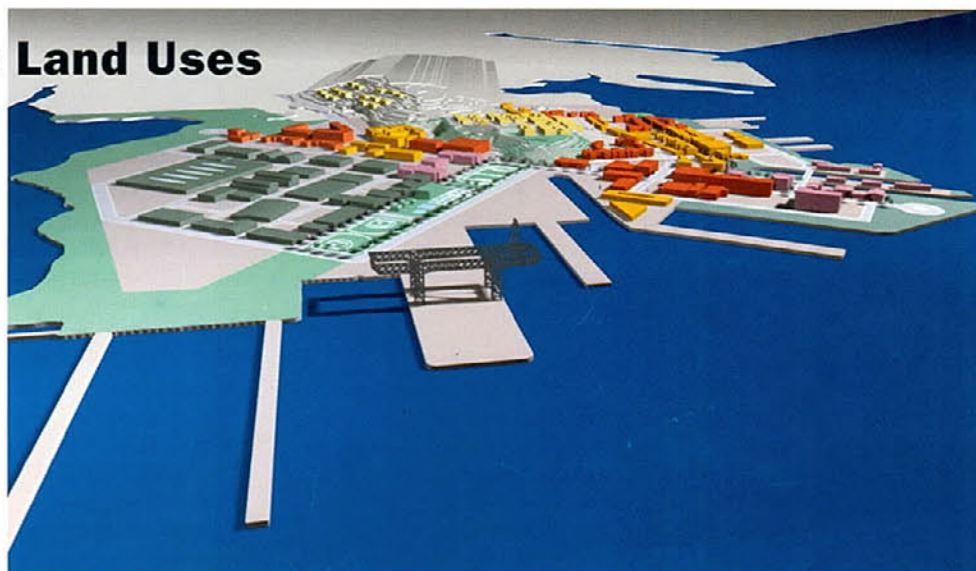
**Lori Yamauchi**  
Citizens Advisory Committee

## Future Land Uses

### Bringing new vitality to the Shipyard

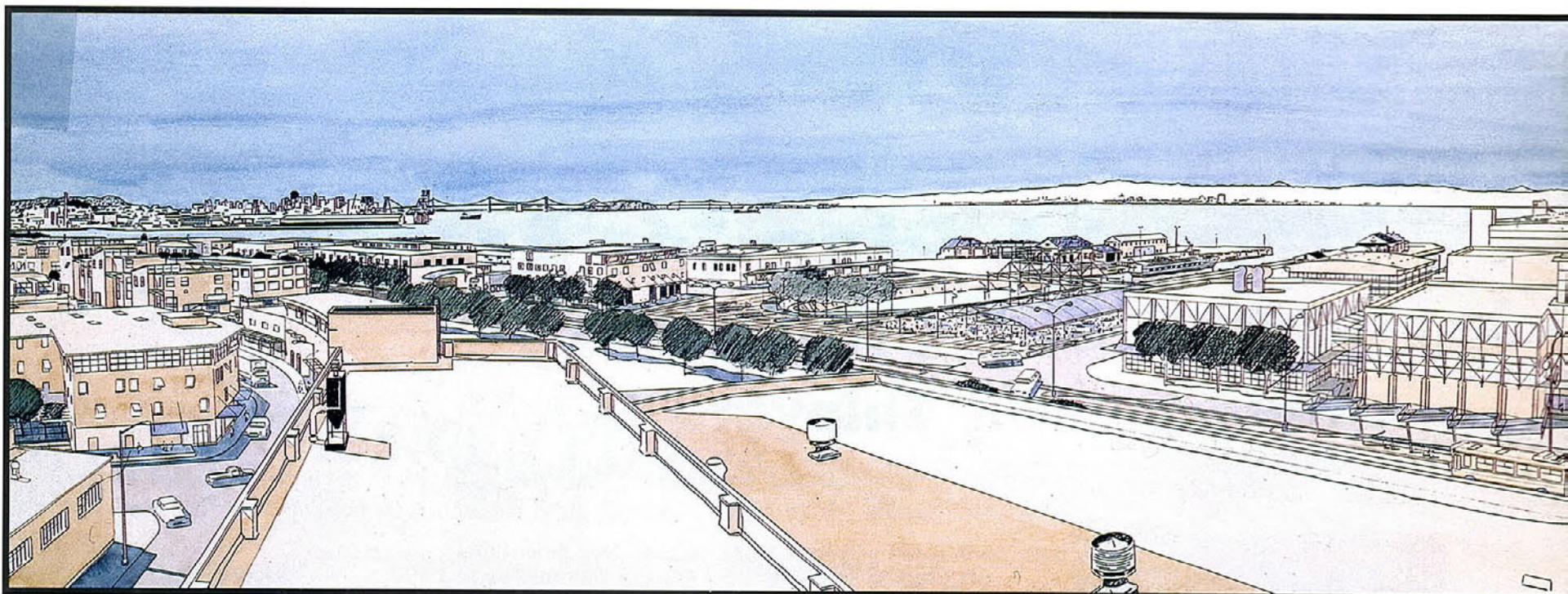
A land use plan has been approved by the Citizens Advisory Committee and recommended for detailed development, funding, and official adoption by the appropriate regulatory bodies. Praising the work of the CAC, the Redevelopment Agency Commission, Planning Commission, and Board of Supervisors have added their unanimous endorsement.

As illustrated here, the Reuse Plan provides a setting of varied economic opportunity, a supporting infrastructure to encourage business growth, numerous places for people to gather and enjoy the site, and the flexibility to maintain current artists and businesses while welcoming new Shipyard users.





## Lockwood, Spear and Crisp Avenues become Main Street at the Shipyard



A VIEW to the mixed use district with the downtown skyline and Bay Bridge beyond.

Looking north along Lockwood Avenue,  
we can envision Main Street at the Shipyard—  
a place for people to gather,  
to enjoy the setting,  
to start a new business,  
to stop for a meal,  
to work, to meet  
and to learn.

**It is a great new San Francisco address,**

**for incubator industry and research centers,  
business services, arts and media retail,  
artist studios, affordable live/work spaces,  
galleries, and a museum of Shipyard history  
and African American heritage.**

**Linking the north and the south entrances to  
the Shipyard, the loop along Crisp, Spear and  
Lockwood Avenues will be a lifeline to the  
region via transit, water, and improved  
roadway access.**

In the southern portion of the site, this “Main Street” loop will provide an address of distinction to research & development (R&D), industry, mixed use, a training center, and a grand view to the water across an extensive sports and recreation park. Continuing to the northern portion of the site, the historic and cultural area will come into view framing a waterfront plaza along Main Street serving the wide variety of uses illustrated here. The loop ends at the north entrance with a number of R&D sites boasting outstanding views to the downtown skyline.

“What is needed is an attractive, no nonsense plan with full City and community support—and then the flexibility for the City to act as a creative, energetic master developer of the site.”

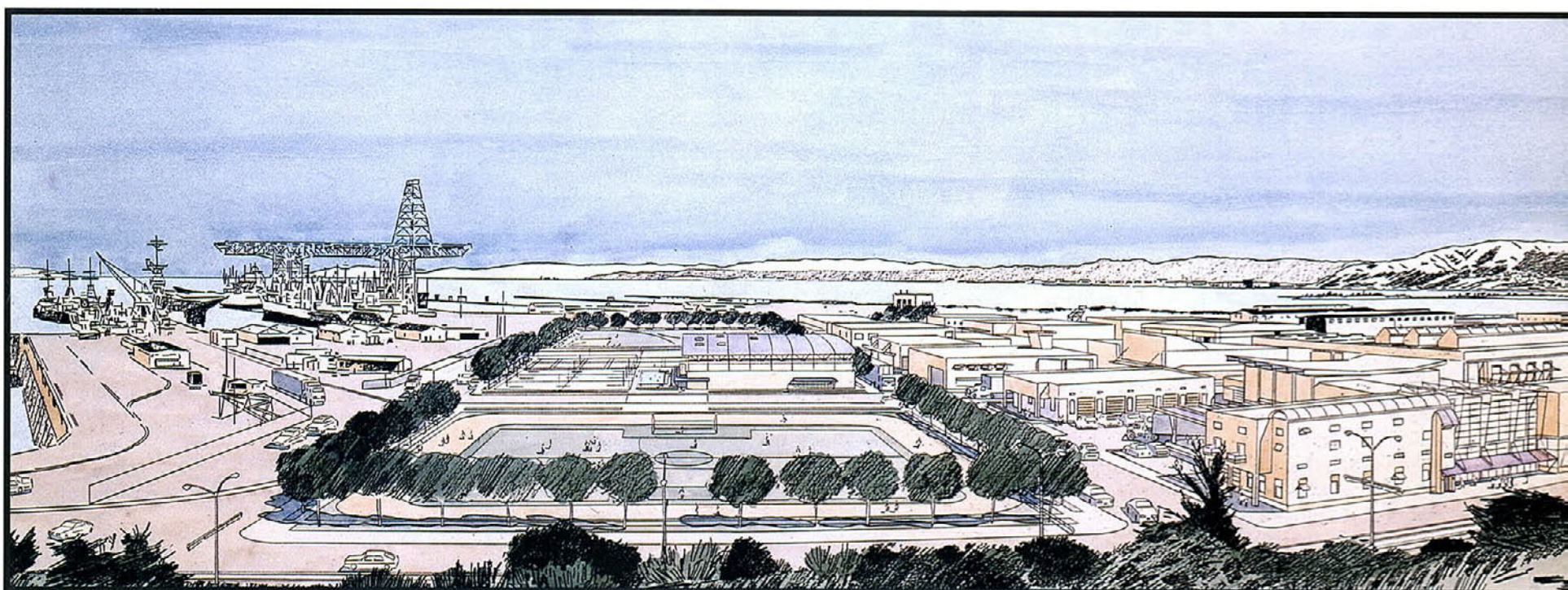
Paula Collins  
WDG Development



“We must begin by training our youth—preparing them now for 21st Century jobs at the Shipyard.”

Willa Simms  
Citizen's Advisory  
Committee

## Large and Small Invitation to Business



A VIEW from the hill looking south—of industry, sports and training.

The Shipyard is open for business—now,  
for small adventurous businesses able to operate under  
existing conditions, and later for growing businesses with local  
employment potential. As can be seen from  
Hunters Point Hill, the Shipyard is a place for  
research and industry, a center of training and  
business services, and an exemplary, healthy  
workplace with modern and extensive recreation,  
exercise and sports facilities.

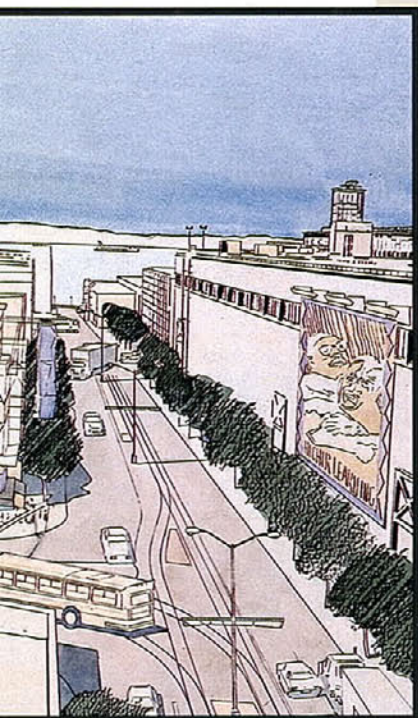
Businesses large and small, from electromedical equipment to copy and printing services can seize this opportunity. With a bright idea, a good business plan, and some venture capital from a variety of sources, a business can start in an incubator center and expand to marketing and production, all at the Shipyard. Many of the site pioneers with growing businesses already on the Shipyard may lead the way. The Redevelopment Agency will soon be offering lease opportunities for buildings and parcels at the site.



“My biggest concern...  
that San Francisco  
continue to be a place  
where people can have  
blue collar jobs.

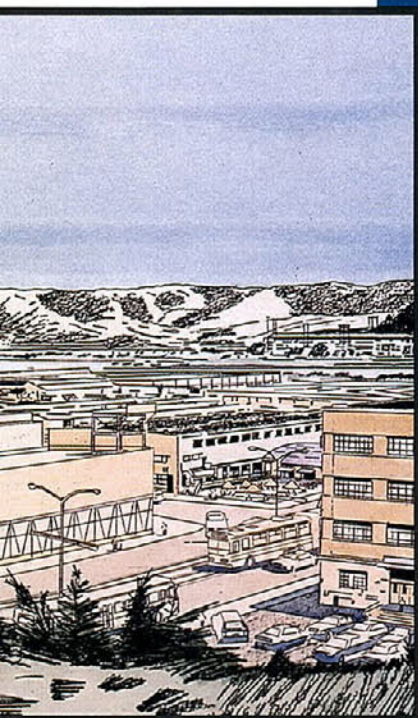
Scott Madison  
Citizens Advisory  
Committee





"It is the last frontier in San Francisco for artist and industrial entrepreneurship."

**Tony Dominski**  
Citizens Advisory Committee



"There is a true community of artists at the Shipyard—seeking good light, creative isolation, basic services and the company of others committed to the arts."

**Linda Hope**  
Citizens Advisory Committee





# YEAR Welcome to 2010

## at the Hunters Point Shipyard!

*The sun rises, illuminating the 150-foot crane, and the lights flicker on at Hunters Point. In the industrial area, goods produced at the site are loaded on trucks for scheduled deliveries while shopkeepers open early morning cafes and a news stand along the waterfront. Residents on Hunters Point Hill and in lofts along Lockwood Avenue begin their day.*

**Soon, people arrive** at the training centers.

*Transit and ferries from downtown bring workers and business visitors, and the Sports Center opens for early bird basketball or a daily workout.*

*Transit service begins its daily schedule along "Main Street," stopping on Spear Avenue for employees of the Business Service Center, technicians assembling medical equipment, and metal workers at the design products consortium. The next stop, with Drydock 4 in full view, reveals workers and students entering the Bayview Hunters Point training center and sports facilities. At the intersection of Lockwood and Spear we see school classes arrive for a museum and Shipyard history tour, or their morning arts and media program. Film crews crowd into the Lockwood cafes for their coffee break. And, as the transit line finishes its Shipyard loop, artists, media producers, printers, and research workers at the business incubation center mingle with local residents and visitors alike.*

**By noon,** Bayview residents and business people are driving down to the Shipyard to try out the new waterfront restaurant or grab a sandwich at the Point Culture arts campus. Some workers catch a bus to Third Street to run a few errands during their time off. Machine shops are turning out equipment, computers are humming and print shops are trying to meet the demands of local businesses.

*The marketplace at historic Drydocks 2 & 3 is bustling with lunch time business, gallery visitors, museum visitors and a farmers market. Bay Area tourists from Seattle to Miami, and from Asia to Africa, arrive on the culture boat from the Ferry Building, making the grand waterfront tour from Fort Mason to Treasure Island and Hunters Point.*

**As the day winds down,** the baseball league begins its afternoon schedule and community residents arrive for evening classes, community events, a gallery show, or just a quiet moment fishing or sitting by the water.

### Industrial

offering incubator to production sites, all at the Shipyard

### Research & Development

targeting medical, telecommunications and multi-media businesses that flourish in a mixed use, full service setting

### Mixed Use

establishing two distinct districts of higher density, pedestrian character with varied retail, arts, and artist facilities, business services and opportunities for residential units and live/work space.

### Cultural and Educational

adding life, vitality, and broad community invitation through conference and training facilities, museums, restaurants, art displays, and performance spaces

### Residential

new, high quality multi-family housing, extending the existing neighborhood to the north

### Open Space

providing a network of open park land, intensive recreational/sports facilities, natural shoreline restoration, and waterfront plazas and promenades



# Invitation to Community

The success of any reuse plan for Hunters Point Shipyard must be measured by the success of its relationship to the Bayview Hunters Point Community. The goal is a seamless transition, making the Shipyard part of the economic, cultural, recreational, and artistic life of Bayview Hunters Point.

This Plan offers an open invitation to the Community—backing that offer with a blueprint for encouraging, enticing, and attracting broad-based community involvement. An “Invitation to Community” means:

- New business opportunities
- Local investment opportunities
- An expanded job base
- Education and training linked to site jobs and more
- Activities for youth and for older persons
- A showcase for Shipyard history and the experience of African Americans and Native Americans from the area
- Cultural, Arts, and Performance spaces located on a signature site visible from downtown and across the Bay
- A complex of varied sports, recreation, and water use options, on a large scale and available throughout the site



“We must open the gates of the Shipyard to significant new industries and give them the flexibility to prosper and grow.”

**Joyce Jones**  
Citizens Advisory Committee



## Jobs and Reuse Go Hand in Hand

While planners worked to analyze the physical conditions at the Shipyard, and its potential for reuse, an extensive and energetic effort by economists and an economic development team identified the commercial/market potential of the site. The result was a list of target markets now reflected in every aspect of the Reuse Plan.

Commercial and industrial growth markets, from international trends to local demands, were identified.

Next, local labor force skills and the potential for training and retraining in certain commercial and industrial sectors were defined.

Then, recognizing specific site conditions—location, accessibility, labor force, and market area—the most appropriate market opportunities were identified.

A concurrent effort outlined economic development strategies that could begin immediately to effectively prepare the local labor force for higher quality growth industry jobs—here or anywhere in the Region. These were to:

- generate jobs for local residents
- generate business participation for local residents
- bring new investment opportunities into the area
- coordinate sustainable shipyard development with Third Street revitalization efforts

“High tech companies are seeking a creative, entrepreneurial setting for their new satellite centers. The arts and the entrepreneurial nature of current Shipyard businesses add a vibrant quality that should be encouraged.”

**David Calb**  
Silicon Graphics

The next step, beginning immediately, will be to test-market to industries that can build toward the long term economic transformation of the site.

Among the target markets—businesses that may be offered a new or improved home at the Shipyard—are:

### Industrial

Medicinals and botanicals  
Biological products  
Trucking and courier services  
Wholesale sales  
Equipment leasing  
Food products  
Chemicals and allied products  
Primary and fabricated metals  
Electrical, electronic equipment parts  
Airport related ground transportation  
Auto related services  
Motion picture production  
Printing and Publishing  
Warehousing and Distribution

### Business Park/R & D

Surgical/medical appliances and supplies  
Ophthalmic goods  
X-ray apparatus and tubes  
Diagnostic substances  
Electromedical equipment  
Electronic information services  
Data processing  
Telecommunication services  
Precision instruments  
Miscellaneous durables

### Retail

Restaurants  
Small variety store  
Stationer, Pharmacy, Florist  
Travel agents, Banking, Laundry  
Convenience stores

### Mixed Use

Artist Studios  
Live Work Studios  
Galleries  
Recording studios  
Real estate and insurance  
Business services  
Engineering R&D  
Retail trade  
Health services  
Printing and publishing  
Small warehousing and distribution  
Conference facility

### Residential

Market rate housing  
Affordable housing

### Cultural/Historical

Museum  
Theater  
Multimedia/Film  
Working Artists

### Education

Public Schools  
Job Training

### Maritime

Shipbreaking

### Open Space

Active Recreation Facilities  
Shoreline park and trail system  
Natural Resource Restoration Areas  
Waterfront promenade



# What's Next?

The plan presented here indicates a clear direction for future development and job creation at the Shipyard. Additional work is essential, however, before the Reuse Plan is adopted. The chart provided here indicates not only the components of that work, but their relationship to each other in a successful review and adoption process.

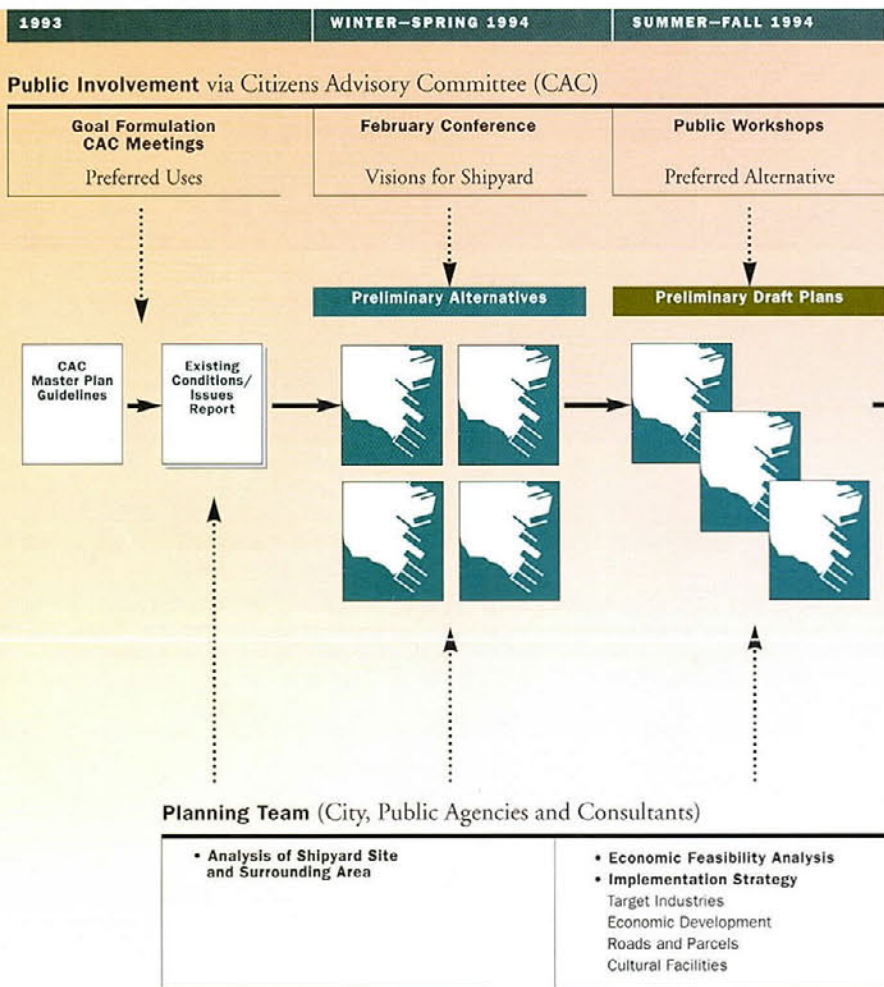
The most immediate items on the planning team agenda will include:

- A phasing plan
- Test marketing to the target industries and businesses
- Fiscal and financial strategies
- Detailed transportation modeling
- Environmental review
- Negotiation on the location and timing of clean-up to support the plan
- Detailed area planning and urban design

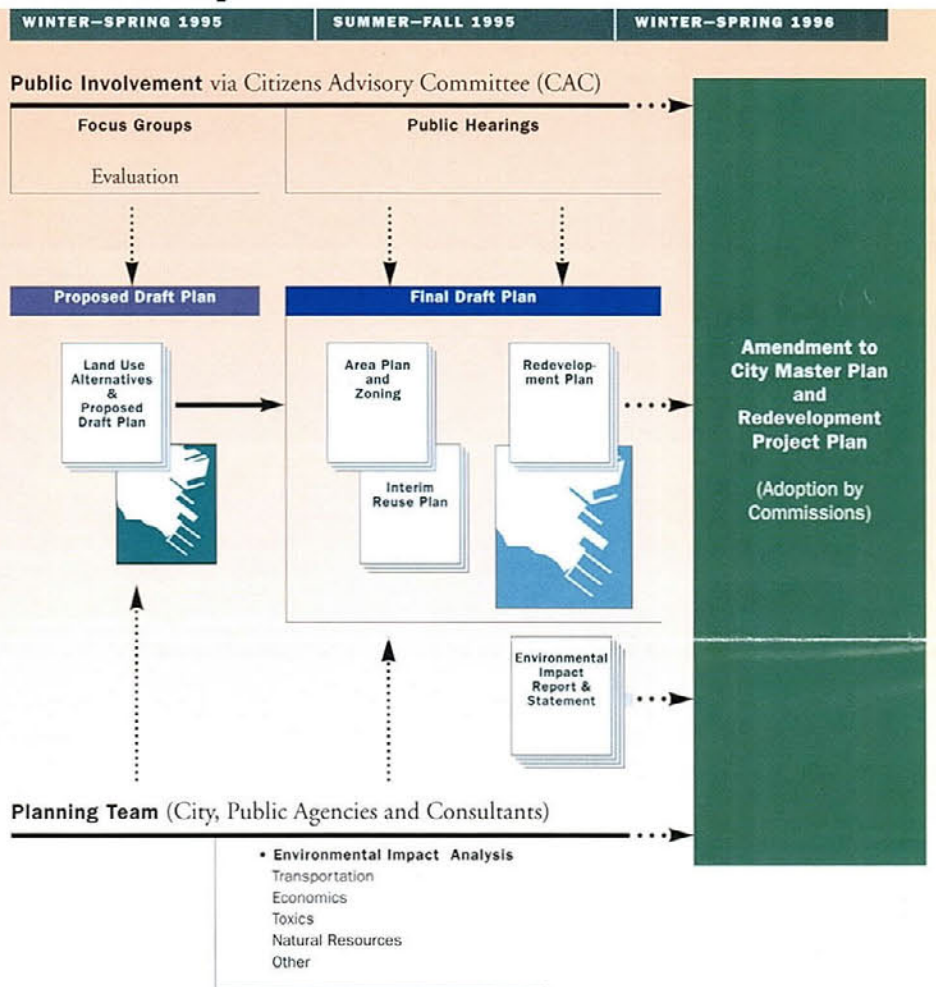
**Hunters Point Shipyard is on the Map!**

## The Planning Process for Hunters Point Shipyard

### Where we've been



### Next Steps



## Look ahead and take action now!

**Consider Hunters Point Shipyard for your business, training program, media studio, or cultural event!**

To be a part of the Shipyard's future, contact Byron Rhett at the Office of Military Base Conversion

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The reuse planning team for the Hunters Point Shipyard, working with the Citizens Advisory Committee and a task force of involved agencies includes:

**San Francisco Redevelopment Agency**  
**San Francisco Planning Department**

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*Planning, Urban Design & Communications*  
**Simon Martin-Vegue Winkelstein Moris**  
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**View By View, Inc.**  
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*Real Estate Economics*  
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**Theresa Hughes & Associates**

*Transportation*  
**Korve Engineering**

*Environmental Planning/Economic Development*  
**The Jefferson EIP Joint Association**

#### A note...

This poster plan is a companion document to the full report prepared by the Planning Department and Office of Military Base Conversion entitled "Land Use Alternatives and Proposed Draft Plan" published in March 1995.